

HUMAN RESOURCES PROGRAM

Group Meeting #2
Page 2.

Management Principles and Problems

The effective manager in Government

Fulfills the requirements for leadership through his -

1. Vitality and endurance
2. Initiative
3. Decisiveness
4. Persuasiveness
5. Responsibility
6. Intellectual capacity

Secures democratic cooperation from his staff through his -

1. Integrity
2. Thoroughness
3. Communication
4. Ability to delegate
5. Fairness and tact
6. Enthusiasm

For Group Meeting #3

Outline and be prepared to discuss: Under what conditions do people do their best? How do we get the best out of people? (by creating

such conditions)

15 February 54

Understanding
Security
Opportunity

Agreeable working conditions

Future opportunities
{ knowing how how
training for later

CMP

THE MOST COMMON MANAGEMENT PROBLEMS ENCOUNTERED TO DATE

1. Poor communication up, down, and across - as a result of inadequate attention to the use of staff meetings; through misunderstanding need-to-know strictures; and through adherence to channels, at the lower levels of supervision, in excess of the requirements of sound discipline in a civilian organization.
2. Very inadequate personnel management practices. There is a particular need for routine and continuing follow-up interviews, and for energizing the Career Service Program.
3. No guidance for supervisors regarding the basic management policy of the Agency.
4. Lack of clear definitions of unit and individual responsibilities.
5. Apparent confusion between the quality of dynamic personal leadership and the requirements for being an effective manager in Government.
6. Lack of clear operating policy from the echelon above.
7. Unwillingness or inability of supervisors at the level above to delegate responsibility and commensurate authority.
8. The by-passing of lines of clear operating responsibility by high level officials, leaving those with supervisory responsibility for a particular operation uninformed and embarrassed.
9. The tendency of supervisors to become immersed in substantive matters to the neglect of their management responsibilities; and supervisors who are so busy doing the job themselves that they have no time to supervise those to whom it should be delegated.
10. Lack of the simplest type of staff planning; very little understanding of the requirements of logistical planning.
11. Inadequate attention to the importance of personal leadership through "review and inspection of the troops" all down the line; and lack of planning for periodic personal interviews by supervisors at top echelons with supervisors at all echelons below.
12. Lack of high level coordination to resolve conflicts, duplication, and general confusion that can only be resolved through coordination at a high level.

H. R. Program
12 April 54

HUMAN RESOURCES PROGRAM

Group Meeting #2

Page 1

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Management Principles and Problems

19 April 1954

Points noted here

Need for clearer definition of job responsibilities.

Delegation of responsibility.

How to overcome the resistance of line officials to staff services.

Examining our procedures to see how we can give more adequate attention to human relations in management.

What is a sound and constructive attitude regarding mistakes made by subordinates? (Accept them - without them, you don't get adequate experience)

Treating people as individuals.

The problem of security and efficiency in all phases of our operations.

"need to know" is abuse - to conceal admin. ineptitude -
Building on the effective management achieved to date.

HA

114. 207
 ✓ 16 - 1030 - Alcott Hall (Personnel
 Conference - 1/2 hr)

HUMAN RESOURCES PROGRAM

The Human Resources Program has been developed by the Management Training Division, Office of Training, as a basic supervisory training program to assist members of the organization with management responsibilities to make the best and fullest use of the individuals under their supervision.

This program consists of four one hour group meetings for each particular group of supervisors, with preferably not more than eighteen in a group; a one-half hour interview with each supervisor; and a follow-up one hour group meeting approximately every eight weeks in the future.

All group meetings are conducted by a member of the staff of the Management Training Division, but the program is intended to become integrated with the normal operations of each organizational unit in which it is established.

The program will not be commenced in any Office until an appreciation meeting of approximately one hour has been held with the top policy staff of that Office. It is essential that this program have the strong and intelligent endorsement of the Office Head and his staff before it is instituted in any Office of the organization.

Organization of the Human Resources Program

✓ Group Meeting #1

Management in the Federal Service

1 hr. 4/14

Objectives, incentives, and measuring sticks in Government
 Foreign affairs agencies; substantive vs. administrative functions
 This organization.

Management: getting work done through people
 the development of people.

Discussion of management problems from the experience of the group

Five functions of management

Five key principles of management

Assignments for 1/2 hr. conferences and for next group meeting.

LONGER
 40-HR. MGMT. COURSE
 (10 ds. - consecutive)

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Page 2.

✓ Individual Conferences

$\frac{1}{2}$ hr. x the number of supervisors

A one-half hour individual conference with each supervisor is scheduled after the first group meeting. In preparation for this conference, the supervisor may find it helpful to note on a 3x5 card for each individual under his immediate supervision the following information: length of time in the organization, length of time in the unit, demonstrated strengths of this employee, apparent weaknesses of this employee, action taken by the supervisor during the past twelve months to assist this employee to achieve greater efficiency.

Group Meeting #2 Management Principles and Problems 1 hr.

Management problems noted to date

Problems frequently noted in other management situations

The effective manager in Government

Assignment for the next meeting.

Group Meeting #3 Developing a Strong Team 1 hr.

Under what conditions do people do their best? How do we get the best out of people?

Discussion of the meaning of democratic administration

Judging the effectiveness of management

Assignment for the next meeting.

Group Meeting #4 An Action Program 1 hr.

Review

Concrete suggestions for improving management in the organization

Plan for the first follow-up meeting.

This compact program is designed to focus attention upon the human relations factors that are basic in effective management, and to serve as the foundation for other supervisory training programs that may be developed to meet specific needs.

END

15 February 54

HUMAN RESOURCES PROGRAM

Group Meeting #1

Management in the Federal Service

Objectives, incentives, and measuring sticks in Government
Substantive vs. administrative functions
This organization.

Management: getting work done through others
the development of people
supervisory, administrative, and executive functions.

Five functions of management

1. Organizing
2. Planning
3. Directing
4. Coordinating
5. Controlling.

Five key principles of management

1. Clear-cut definition of job responsibilities
2. Delegation of responsibility, and understanding and acceptance of responsibility by each member of the staff
3. Authority commensurate with delegated responsibility
4. Functional cooperation in terms of task requirements
5. Effective span of control.

Discussion of management problems that we have encountered in our general experience.

For Group Meeting #2

Outline and be prepared to discuss: What do you consider to be the essential characteristics of the effective manager in Government ?

For the one-half hour scheduled conference

Be prepared to discuss briefly the obstacles to good management that you have encountered in your experience in this organization.

No Also, please prepare a 3x5 card for each individual under your immediate supervision, noting: a. length of time the person has been in the organization; b. length of time in the unit; c. demonstrated strengths; d. apparent weaknesses; e. action that you have taken during the past twelve months to assist this individual to achieve greater efficiency.

4 January 54

~~CONFIDENTIAL~~

STATEMENT OF MANAGEMENT POLICY FOR SUPERVISORS IN CIA FOURTH DRAFT Page 1.

Purpose

1. The magnitude, complexity, and national significance of the operations of the Central Intelligence Agency emphasize the importance of management skills for each individual in the Agency who has supervisory responsibility for the performance of others.

2. This statement of management policy is issued to insure common understanding of the common management objectives of all supervisors, and to promote united action toward a common goal: to make CIA the best managed agency in Government.

3. The management policy set forth in this statement shall apply to all employees and staff employees of the Central Intelligence Agency.

Definition of the Problem

1. Management is the process of getting work done through people. In a very practical sense, management is the development of people. The key to effective management, therefore, is skill in human relations.

2. The functions of management may be considered to be: organizing, planning, directing, coordinating, and controlling.

3. In CIA, a supervisor is anyone who supervises anyone else, - from the level of Unit Chief to DCI. Supervision is the application of the theory, principles, and techniques derived from the whole field of management that apply to leader-follower relationships in getting work done, - especially to the working relations between the individual in charge of an organizational component and his immediate subordinates.

4. Each person selected for the Central Intelligence Agency is recruited primarily because of his actual or potential competence in a specialized field; however, as soon as he becomes responsible for the work of other people, he assumes management functions.

5. In CIA today there are many supervisors who have had no previous supervisory experience of value for their present responsibilities.

6. In CIA, as in any other foreign affairs agency, there is a tendency for supervisors with substantive interests and responsibilities to neglect their management functions.

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STATEMENT OF MANAGEMENT POLICY FOR SUPERVISORS IN CIA FOURTH DRAFT Page 2.

7. There is also a tendency in CIA to confuse dynamic personal leadership with skill as a supervisor. The quality of leadership is indispensable for effective management, but in addition to being a leader, a supervisor must be able to develop his people as an efficient team, closely integrated by each individual's sense of participation in the progress of the group. A successful supervisor gets the work done through people and in the process builds an organization to which eventually he will no longer be indispensable.

8. In an organization with the extraordinary requirements of CIA, it is only as each supervisor assumes considerable initiative and responsibility for constantly improving the management process that we can hope to achieve the intelligence objectives of the Agency.

Responsibilities

1. Each Deputy Director, (Administration), (Intelligence), (Plans), the Assistant Director for Communications, the Assistant Director for Personnel, and the Director of Training shall be responsible for insuring that active programs to improve the quality of management are developed and carried on in the Offices under their supervision.

2. Each Assistant Director, or equivalent Office Head, shall be directly responsible for the quality of supervision in his Office. Although he will normally delegate responsibilities, as appropriate, down the chain of command to division chiefs, branch chiefs, section chiefs, etc., it will be his personal responsibility to establish management practices in his Office consonant with this policy statement. He has available the service resources of the Management Improvement Staff, the Office of Personnel, and the Office of Training to assist him in achieving his management objectives. It is especially important that each Assistant Director demonstrate through his own leadership the sound management principles that he wishes to be applied throughout his Office. The Assistant Directors of CIA, or equivalent Office Heads, are recognized to be the key officials in improving the quality of supervision throughout the Agency.

Practical Objectives

The practical objectives for management in CIA shall be as follows:

1. Organization structure functional to purpose.

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STATEMENT OF MANAGEMENT POLICY FOR SUPERVISORS IN CIA FOURTH DRAFT Page 3.

2. Fixed responsibility for ultimate results, though the maximum practicable delegation of responsibility.
3. The delegation of authority commensurate with responsibility.
4. Fixed responsibility for decision, and decisions that are made promptly.
5. Recognition of the interdependence of operational goals and the management techniques required to achieve them.
6. Spans of control that have been determined to be reasonable for supervisors in terms of: (a) number of people supervised, (b) distance of the supervisor from the actual operations, and (c) elapsed time required for an operation.
7. Communication down, up, and across, restricted only by the legitimate requirements of security and the simple principles of sound discipline in a civilian organization.
8. Clear understanding by each individual of his mission.
9. The participation of each individual in the Agency in a regular staff meeting appropriate to his level of responsibility.
10. The participation of each supervisor in the selection of his staff.
11. Participation in the preparation of the annual budget for his component by each supervisor, to the lowest feasible echelon.
12. Clear understanding of and respect for the difference between line and staff functions.
13. Recognition that the development of people is the key to productivity.
14. Encouraging each person's growth and development in competence relevant to his mission.
15. Supervisors who make the time to know and to consult with the members of their staffs.
16. Courage on the part of each supervisor to assess and to make clear to his superiors the realistic capabilities of his component.

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STATEMENT OF MANAGEMENT POLICY FOR SUPERVISORS IN CIA FOURTH DRAFT Page 4.

17. Supervisors who assume responsibility for getting the right man in the right job and who cooperate fully in Agency-wide efforts to achieve the satisfactory placement and utilization of each member of CIA.
18. Supervisors who maintain adequate liaison with other components of the Agency with which their staffs have working relationships.
19. Supervisors who fully understand the significance of effective human relations in management and are constantly endeavoring to improve their own skills in working with people.
20. Coordination that is expressed in the spirit and practices of genuine teamwork.

The cooperation of every individual in the Central Intelligence Agency with supervisory responsibility is requested in carrying out this statement of management policy.

ALLEN W. DULLES
Director

OTR 19 Nov 53
OSM 21 Nov 53
O/DCI 21 Nov 53
OTR 3 Dec 53
OTR 21 Jan 54

Next edition in process.

~~CONFIDENTIAL~~

8/20/54

ADVANCING MANAGEMENT

Organizing

Is the mission of your organization clear and definite?

Is this mission understood and concurred in up the line?

Is the structure of your organization functional to its purpose?

Does each supervisor under your jurisdiction have the objectives of his organizational component clearly defined?

Are the responsibilities of each individual in the organization clear and definite?

Does each individual understand the over-all mission of the larger organization and the over-all mission of your unit?

By what means are clarity and definiteness of functions achieved?

Planning

Is planning a continuous activity in your organization,- both for long-term and for immediate objectives?

Does each individual in your organization accept and fully understand his responsibilities?

Does each member of the organization participate in a regular staff meeting appropriate to his level of responsibility?

Does each supervisor participate in formulating the budget of the organization? Was your last budget realistic in terms of actual operations?

Is the development of people an evident responsibility of management in your organization?

What evidence is there that you are making the maximum use of the human resources available in your organization?

Directing

Do you have adequate, explicit authority to carry out your mission?

Have you delegated adequate, explicit authority to your subordinates to carry out their responsibilities?

Are provisions made to insure uncluttered channels of communication from you to each member of your organization and from each individual to you?

ADVANCING MANAGEMENT

Are your major policies and procedures in written form,- current and readily available?

Have you developed any particular techniques to get decisions from executives above you and to encourage those under your supervision to make operating decisions appropriate to their responsibilities?

Coordinating

Are the staff and line relationships clearly defined and evidently understood in your organization?

Do your subordinates work together without your direction in carrying out tasks of limited scope requiring their cooperative attack?

Are you a good listener when subordinates wish to discuss their problems?

Is there an understudy in training or in being for each supervisory position in your organization?

Do you budget time to visit members of your organization on the job and your opposite numbers in organizations with which your office has working relations?

Does your organization run smoothly and efficiently in your absence?

By what means do you seek to develop teamwork in your organization?

Controlling

Does your reporting system keep you currently informed of progress in each unit of your organization?

Are you personally familiar with the current operating problems in each major component of your organization?

Is your reporting system qualitative as well as quantitative?

Is the number of subordinates reporting directly to you small enough so that you can give each one adequate attention?

Are you "on top" of your job?

How do you make your top staff meetings a pleasure rather than an unpleasant chore for the participants?

end

HUMAN RESOURCES PROGRAM

Group Meeting #3

Developing a Strong Team

Problems that were discussed at the last meeting

Five functions of management

Five key principles of management

The effective manager in Government

Under what conditions do people do their best? How do we get the best out of people?

1. To be treated courteously and welcomed to the job.
2. To have an assignment that is clear and definite.
3. To be instructed intelligently. To know WHY.
4. To know what constitutes a job well done.
5. To be told, from time to time, how you're doing.
6. To feel that your ability is fully utilized.
7. To feel that your work contributes to the cause.
8. To have your opinions and feelings respected.
9. To be given credit when it is due.
10. To work with anyone you respect.
11. To have a supervisor who is enthusiastic about his job.
12. To know that your supervisor will back you up.
13. To receive pay and grade for the work you do.
14. To have a sense of security in the job.
15. To have confidence in the organization.
16. To have the organization take an interest in your health and welfare.
17. To know in advance about changes that will affect you.
18. To be informed regarding the progress of the organization as a whole and to receive current information about new policy, administrative procedures, etc.
19. To have opportunities to talk over the work of the unit in order to take stock of progress from time to time.
20. To participate in planning the program of the unit.

Participation

Democratic principles of administration.

Judging the effectiveness of management.

For Group Meeting #4

Be prepared to present and discuss one concrete suggestion for improving the management process in this organization.

20 Apr 54

HUMAN RESOURCES PROGRAM

Ten Titles

Chase, Stuart (Economist)	<i>(*)</i> THE PROPER STUDY OF MANKIND Harper <i>Survey last 50 yrs in progress v human relations</i>	1948	pp (305) at #4.
Given, William B. Jr. (Chm/Bb - Am. Bookstore)	BOTTOM-UP MANAGEMENT Harper	1949	(171)
Given, William B. Jr.	REACHING OUT IN MANAGEMENT Harper	1953	(175)
Glover, John D. and Hower, Ralph M.	THE ADMINISTRATOR: Cases on Human Relations in Business Richard D. Irwin Inc.	1952	(716) #8.
Halsey, George D. (Farm Credit Ass'n. & writing)	<i>Harvard Bus. School case studies (Harcourt - Rosenbourn)</i> SUPERVISING PEOPLE Harper <i>Best for people in Gov.</i>	1953	(234)
Learned, Edmund P. and Ulrich and Booz	EXECUTIVE ACTION Harvard Business School <i>Case study of Executive</i>	1951	(212)
McCormick, Charles P. (Pres., McCormick Spence Co. (Baltimore))	<i>(*)</i> THE POWER OF PEOPLE Harper <i>(multiple high - max. use of all ages & jobs)</i>	1949	(131) <i>(25 F)</i>
Pfiffner, John M.	THE SUPERVISION OF PERSONNEL Human Relations in the Management of Men Prentice-Hall <i>Gen. reference</i>	1951	(440)
Simon, Herbert and Smithburg and Thompson	PUBLIC ADMINISTRATION Knopf <i>Progressive approach -</i>	1950	(582)
Uris, Auren and Shapen, Betty	WORKING WITH PEOPLE Macmillan	1949	(311)

20 Apr
15 February 54Science Research Associates -
manipulates on vocational subjects